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Report of the Executive Board of the United Nations Children's Fund on the work of its 2016 annual session

(14-16 June 2016)*

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I. Organization of the session

A. Opening statements by the President of the Executive Board and the Executive Director of UNICEF (item 1)

1. The President began by recognizing the leadership of Anthony Lake, the Executive Director of UNICEF, and the Deputy Executive Directors, and welcomed Justin Forsyth, the new Deputy Executive Director, Partnerships.

2. He noted that over the past year, the Executive Board had participated in the adoption of the 2030 Agenda for Sustainable Development, the Paris Agreement on climate change and the Sendai Framework for Disaster Risk Reduction, and he highlighted the World Humanitarian Summit as well as the dialogue being held by the Economic and Social Council in the lead-up to the next quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR).

3. This annual session was significant because the Board would consider the midterm review of the UNICEF Strategic Plan, 2014-2017, including progress made during the first two years, the goals yet to be attained and the new goals under the 2030 Agenda, to inform the remaining cycle of the current strategic plan and the design of the next.

4. The annual session came at a challenging time, in light of the refugee and migrant crisis. It was important that UNICEF increasingly combine humanitarian and development work, especially in terms of education for displaced children, and he noted the new Education Cannot Wait fund.

5. He thanked Member States for using their influence to put children at the centre of the debate during the World Humanitarian Summit and encouraged them to keep up such efforts, especially during dialogue on the long-term positioning of the United Nations development system in the context of the 2030 Agenda and the high-level plenary meeting on addressing large movements of refugees and migrants.

6. He emphasized that UNICEF must empower children and young people to help solve problems and noted promising strategies, including communication for development and accessible digital technology, such as U-Report.

7. The President said that the field visits of the Executive Board to Côte d'Ivoire and Argentina showed the benefits to children and communities of the work of UNICEF, with the Argentina visit demonstrating the importance of such work in high-income countries.

8. He recognized the UNICEF staff members who worked in difficult and dangerous conditions and applauded their determination for forge a better world for children.

9. The Executive Director began by recognizing Geeta Rao Gupta, who was attending her last session of the Board in her role as Deputy Executive Director, Programmes. He noted that Omar Abdi, Deputy Executive Director, Field Results, would take her place at the end of the year, with Shanelle Hall, currently Director, Supply Division, replacing Mr. Abdi at that time; and that former Chief of Staff and Regional Director Maria Calivis would serve as interim Deputy Executive Director, Programmes, until the end of the year. He also welcomed Mr. Forsyth and two new

Regional Directors: Marita Perceval for Latin America and Caribbean and Jean Gough for South Asia.

10. He cited a time of enduring peril for millions of children, with intergenerational cycles of inequity, refugees and migrants at risk, conflicts, natural disasters, damaging divisions among and within nations and children's rights under attack. Climate change and population growth in vulnerable areas would likely make these challenges grow.

11. He added that the Sustainable Development Goals represented a path to building on the progress made for children to date, including declines in under-five mortality and improvements in nutrition, immunization and education. But now it was time to act on lofty promises and reach the children left behind, those living in conflict situations, with a disability or in poverty. UNICEF could not make the world a better place for children if it failed to make itself a great place to work; that meant strengthening investment in people and partnerships.

12. He said investment in human resources reforms would be built around improving recruitment, better managing talent and more effectively evaluating and managing performance. Flexible work arrangements would benefit locally recruited staff in hardship duty stations, while the new rotation and mobility policy would help address the problem of international staff serving repeatedly in emergencies. Building a culture of open dialogue would continue to be a priority.

13. He thanked Member States, including National Committees, for their generous contributions, and renewed a call for government partners to provide more regular resources. He called for flexible and predictable funding to address humanitarian emergencies in ways that support long-term development, and to support development efforts that emphasize resilience and disaster risk reduction.

14. The Executive Director concluded by emphasizing the importance of United Nations partnerships and of working with civil society, the private sector and private citizens, including children. He said a better world for children was the driving force behind everything UNICEF did, and that UNICEF and its partners had to challenge any global sense of hopelessness by highlighting tangible results for children.

B. Adoption of the agenda (item 2)

15. The Executive Board adopted the provisional annotated agenda, timetable and organization of work for the session (E/ICEF/2016/5/Rev.1).

16. In accordance with rule 50.2 of the rules of procedure, the Secretary of the Executive Board announced that credentials had been submitted by 27 observer delegations, one intergovernmental organization, two non-governmental organizations (NGOs), four UNICEF National Committees and one other entity.

II. Deliberations of the Executive Board

A. Report on the midterm review of the Strategic Plan, 2014-2017 and annual report of the Executive Director, 2015: performance and results, including a report on the implementation of the quadrennial comprehensive policy review (item 3)

UNICEF report on the recommendations of the Joint Inspection Unit (item 3)

17. The President introduced the midterm review of the Strategic Plan, incorporating the annual report of the Executive Director for 2015, accompanied by the revised results framework of the UNICEF Strategic Plan (E/ICEF/2016/6/Add.2); the report on the implementation of the quadrennial comprehensive policy review and the Integrated Results and Resources Framework of the UNICEF Strategic Plan, 2014-2017 (E/ICEF/2016/6/Add.1); a data companion and scorecard; and a paper entitled "Lessons learned in the implementation of the UNICEF Strategic Plan". The report was to be considered in conjunction with the report on the midterm review of the UNICEF integrated budget, 2014-2017 (E/ICEF/2016/AB/L.2/Rev.1). The Executive Board also had before it the report on the recommendations of the Joint Inspection Unit, summarizing the UNICEF response to recommendations relevant to the organization (E/ICEF/2016/8).

18. After introductory remarks by the Deputy Executive Director, Partnerships, the Director of the Division of Data, Research and Policy presented the reports.

19. Delegations commended UNICEF for the results in many outcome areas: child mortality, mother-to-child transmission of HIV, access to drinking water and primary education and gender equality and maternal and child health. Several delegations appreciated that these had been achieved in a cross-sectoral manner, even in conflict and post-conflict situations. One delegation said that the 2030 Agenda provided for a more cross-cutting approach for development, human rights, humanitarian and security issues.

20. Delegations called for more progress in HIV prevention, especially education for adolescents, and for more attention to child marriage, as it contributed to HIV infection as well as to teen pregnancy, which also impeded the education of girls. The Executive Director said that UNICEF had been working closely with the scientific community on the science of the adolescent brain, a second window of challenge and opportunity.

21. One delegation appreciated the focus of UNICEF on reinforcing the centrality of equity for children within the context of the 2030 Agenda. Several delegations noted that children with disabilities were the most disadvantaged, especially in humanitarian crises. The Executive Director said that UNICEF would continue to work on the issue because those children had so much to contribute when they were included.

22. Delegations commended UNICEF for its focus on gender equity and mainstreaming, and called for continued efforts to achieve equity for girls, especially in secondary education, with a delegation noting that whole communities benefited from girls' equal access to education. Delegations noted that clean water and sanitation were important gender issues. Delegations urged that attention be paid to preventing violence against children, both in school and at home and in humanitarian situations.

23. Delegations called for harmonizing the next strategic plan with the Sustainable Development Goals. A delegation suggested that UNICEF take note, when drafting the next strategic plan, of protracted civil wars, unprecedented numbers of refugees, slow economic recovery in traditional donor countries, budgetary difficulties leading to aid cuts and further shifts from core to non-core contributions.

24. Delegations expressed concern for refugee children, urging better linkages between humanitarian and development aid in fragile situations so that children displaced by conflict did not fall further behind. Delegations thanked UNICEF for its central role in developing the Education Cannot Wait fund.

25. Several delegations noted that UNICEF was an important actor both as an advocate for children's rights and as an agent in humanitarian action. A delegation noted that UNICEF had partially achieved its targets in increasing country capacity and the delivery of services for children in humanitarian settings across all outcome areas, and requested that UNICEF put special emphasis on that output and report back on the issue at the next annual session.

26. The Executive Director agreed that the severe and widespread crisis of refugees and migrants was a children's crisis. Many children were tragically unaccompanied and vulnerable to being trafficked and abused.

27. Delegations noted the issue of fragility in the context of middle- and high-income countries. All children should have the opportunity for comprehensive, full-fledged development for a dignified childhood, regardless of their geographic location and the income level of their country. One delegation said that it was important that UNICEF continue to support middle-income countries, noting that countries with high GDP could still have significant child poverty. Another delegation said that the vulnerabilities of small island States, regardless of classification, should be taken into account.

28. Delegations expressed concern about the decrease in the core resources that provided the flexibility to respond to crises and effectively plan and implement programming, especially in light of the need to finance the projects under the 2030 Agenda.

29. One delegation noted the implementation of the revised method of cost recovery and, as the reported cost-recovery rate was lower than projected, suggested that cost recovery be part of the agenda for the second regular session in September. The delegation also noted that full cost recovery could stimulate core funding.

30. A delegation applauded the close-to-full compliance of UNICEF by the end of 2015 with the provisions of the harmonized approach to cash transfers.

31. Several delegations called for more transparency in financial reporting, which, along with the management of financial risk, was critical to offering assurance that investment reached those it was meant for. A delegation congratulated UNICEF on its ranking in the Aid Transparency Index, while another looked forward to UNICEF further improving its ranking.

32. Delegations said that climate change risked further marginalizing vulnerable people, and should be taken into account along with epidemic threats, urbanization and demographic transition. The Executive Director agreed that climate change was a children's issue, since children were the most vulnerable.

33. While delegations emphasized the importance of South-South cooperation, one delegation noted that such cooperation should be considered a complement to North-South cooperation, which had declined, not a substitute for it.

34. Delegations mentioned the importance of "delivering as one" to fulfil the child-related Sustainable Development Goals. UNICEF should work with other entities of the United Nations system and develop more partnerships with civil society and the private sector. A delegation recommended that UNICEF work in joint policy teams, with joint programming and implementation, making use of standard operating procedures and developing multi-stakeholder partnerships with non-State actors to leverage expertise, capacities, technologies and resources in the interest of effectiveness and efficiency. A delegation noted that UNICEF had been multiplying and strengthening its partnerships with key humanitarian and development actors in the field, including other United Nations entities.

35. The Executive Director agreed that the United Nations should improve coordination mechanisms, joint planning and needs assessment, but that the system was already building on the foundation provided by the current QCPR. He noted that in 2015 the country offices participated in 750 United Nations country team results groups, with UNICEF leading a full third of the results groups.

36. Delegations encouraged UNICEF to continue to increase its focus on evaluation and data. A delegation noted that evaluation supported learning, organizational accountability and performance assessment and a delegation recommended that the development of new approaches to provide assistance to countries be based on data and analysis. Delegations applauded UNICEF efforts in data innovation, including in accessible digital technology.

37. A delegation expressed concern at the reduction in the number of management responses to evaluations and encouraged management to more systematically follow up on evaluation recommendations and management responses. A delegation thanked UNICEF for its leading role in, and financial support to, two independent system-wide evaluations being finalized and noted that certain mandatory evaluations might become obsolete with such system-wide evaluations, freeing up scarce financial resources.

38. A delegation said the evaluation report on protecting children from violence presented mainly outputs and immediate results, such as teacher training, rather than outcomes, such as whether the training had, in fact, led to children learning more.

39. The Executive Director appreciated that so many speakers mentioned the importance of data, especially disaggregated data, which was fundamental to the ability of UNICEF to pursue its equity agenda. He suggested collaboration with interested partners on innovative data collection, in light of the information technology revolution.

40. The Director, Data, Research and Policy Division, said that UNICEF was increasingly concerned with making sure there was a demand and a use for the data collected. UNICEF had been disaggregating data by gender for a long time, but now the concern was with what was measured, such as the contribution of women to productivity and household work. He also noted progress in measuring ability and disability. He highlighted the global-level role of UNICEF in the Sustainable Development Goals, with UNICEF identified by Member States as the sole custodian of 3 indicators and the joint custodian of another 6, and that it had a

supportive role on another 5. The UNICEF role on the 21 key child-related targets would be an important contribution to global accountability and advocacy.

41. A delegation appreciated that an increasing number of UNICEF offices had been implementing harmonized approaches in procurement, human resources management and information, communications and technology and financial management services since 2013, and welcomed improvements in risk-management procedures, including cash transfers. The Executive Director noted the appeal for more geographic as well as gender diversity in UNICEF staff and invited delegations to send candidates to help achieve this goal.

42. The representative of the Standing Group of National Committees said that in 2015, more than 6.5 million people had donated to UNICEF, almost three times as many as four years before. He said that of the top 20 regular-resource contributors to UNICEF in 2015, 10 were National Committees. National Committees were most effective in policy advocacy with Governments and the private sector.

43. The representative of the NGO Committee on UNICEF noted the emphasis on longer-term solutions and suggested that child protection be seen as an integrated system. NGOs could be great partners for transmitting the perspective of children due to their deep engagement with communities and their outreach capacity.

44. The Executive Board adopted decision 2016/5 (see annex).

B. Report on the midterm review of the UNICEF integrated budget, 2014-2017 (item 10)

Midterm review of the UNICEF integrated budget for 2014-2017: report of the Advisory Committee on Administrative and Budgetary Questions

45. The report on the midterm review of the UNICEF integrated budget, 2014-2017 (E/ICEF/2016/AB/L.2/Rev.1) was presented by the Comptroller, following introductory remarks by the Deputy Executive Director, Management. The report was to be considered in conjunction with the midterm review of the Strategic Plan, 2014-2017 and annual report of the Executive Director, 2015. The midterm review of the UNICEF integrated budget for 2014-2017: report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/2016/AB/L.5) was also considered.

46. A delegation remarked on the projected increase in total revenue of 15 per cent, an impressive result and a recognition by public and private partners of the value of UNICEF work. The delegation welcomed the fact that the cost recovery would be on the agenda for the 2016 second regular session. More precise information and financial details on calculation of the rate and an early independent, detailed external assessment were requested.

47. A group of delegations thanked UNICEF for the information on cost recovery, and requested that donors be provided with additional information about impediments to collecting the full rate as authorized and a list of exemptions to donors in relation to the formally decided rate. The group welcomed the progress made by UNICEF on results-based management and the improved alignment between resources and the Strategic Plan, and acknowledged the use of results-based budgeting. More detailed information on the percentage increase in the

proposed budget for the revised integrated resource plan and UNICEF experiences in using the integrated approach would have been appreciated.

48. One delegation welcomed the ongoing commitment to strengthening results-based budgeting, but stressed that improvement was still required, particularly to strengthen the results framework and improve results-based reporting, including to explain variations between estimates and expenditures.

49. Several delegations commended UNICEF for its efforts to optimize the budget and expand the level of resources mobilized.

50. Delegations emphasized the need for adequate core funding to support the implementation of the 2030 Agenda. Delegations expressed concern about the imbalance between core and non-core resources and the continuing decline in core resources, which were critical for UNICEF to ensure strategic, responsive and predictable funding for the delivery of results for children.

51. A group of delegations urged financial contributors to prioritize regular and thematic funding to give UNICEF the necessary flexibility.

52. One delegation called on high-income countries to increase donations to core resources and to grant greater flexibility in the use of non-core resources; to effectively honour their official development assistance (ODA) commitments; to provide financial and technical support to low- and middle-income countries; and to improve the lot of children by implementing the 2030 Agenda. The delegation urged UNICEF to continue to improve its internal management, further raise institutional efficiency, reduce operational costs and enhance accountability.

53. A delegation noted with concern the continued decline of ODA, citing in particular assistance directed towards the Latin America and Caribbean region. The delegation urged partners from high-income countries to recommit to agree on ODA levels and to encourage specific resource allocations to the region by United Nations development agencies.

54. The Executive Board adopted decision 2016/9 (see annex).

C. Evaluation reports and management perspective and response (item 7)

Annual report for 2015 on the evaluation function in UNICEF, and management perspective

Protecting children from violence: a comprehensive evaluation of UNICEF strategies and programme performance, and management response

55. Following introductory remarks by the President, the Director, Evaluation, introduced the annual report for 2015 on the evaluation function in UNICEF (E/ICEF/2016/11), followed by the Deputy Executive Director, Management, who presented the management perspective on the annual report (UNICEF/2016/EB/5). The Director, Evaluation, then presented the evaluation report entitled "Protecting children from violence: a comprehensive evaluation of UNICEF strategies and programme performance", available on the Evaluation Office website, and the management response.

56. A group of delegations said that more priority should be put on improving the evaluation capacity of Governments and asked what UNICEF saw as its comparative advantage in that area. The Director cited UNICEF collaboration with the United Nations Evaluation Group as well as country offices, which had long provided evaluation support to national partners, and the groups that worked on the United Nations Development Assistance Framework (UNDAF), with UNICEF often spearheading the monitoring and evaluation.

57. A group of delegations asked whether the UNICEF activity in networks and thematic areas in relation to evaluation hampered the capacity of UNICEF in its core function of supporting and implementing its own evaluations. The Director responded that it was important that UNICEF had a strong evaluation function and an independent evaluation office at headquarters, but that colleagues at the field level also needed to be supported through the regional offices and at the country level.

58. Two groups of delegations noted that the number of evaluations had been lower than planned in 2015, even while the evaluation budget had increased from 0.5 per cent to 0.65 per cent of the overall budget, raising questions, since fewer evaluations had been conducted in spite of a higher budget.

59. Two groups of delegations called for improvements in the implementation of management responses.

60. A group of delegations encouraged UNICEF to undertake a peer review of the evaluation function to ensure that it maintained its high standards and it looked forward to further improvements.

61. Another group of delegations commended the Evaluation Office for the continuous increase in the quality of evaluations, but noted that humanitarian work was evaluated less frequently than other areas, and suggested the production of a geographic and thematic overview of the coverage of evaluation compared to overall spending by region and programme. It welcomed the incorporation of human rights, gender and equity concerns in evaluations and encouraged UNICEF to continue that work systematically.

62. A delegation said that some findings in the evaluation report were of concern, as no country had achieved substantial change in addressing harmful traditional norms and practices, such as female genital mutilation/cutting.

63. The delegation also said that in spite of an increased awareness of violence against children in the evaluated countries, there was limited attention to measuring the effectiveness and impact of approaches for behavioural change. Delegations supported the key recommendations, in particular with regard to the development of an overarching theory of change to address violence against children and the renewed focus on addressing harmful social norms as the key to prevention.

64. A delegation said that, to ensure effective programmes, UNICEF policies and programming should be backed up by evidence-based research, evaluation and data that would enable the addressing of cross-sectoral and cross-cutting issues. A group of delegations noted a lack of coordination and coherence in programme planning across different levels and sectors and supported the recommendation that violence against children be made an organization-wide multi-sectoral priority.

65. The delegation also said that the concepts of equity, human rights, equality and gender should be clearly defined in future evaluations and inquired as to why the

evaluation specifically recommended an increased focus on addressing violence among boys and children with disabilities, when other vulnerable groups were also identified. The Deputy Director, Programme Division, responded that the language should be corrected since the evaluation was not meant to focus exclusively on those two vulnerable groups.

66. A delegation encouraged UNICEF to incorporate information on programming work on violence against children in humanitarian contexts in future humanitarian evaluations.

67. The Executive Director noted that violence against children was a priority for UNICEF and agreed that the organization should build its capacity, especially at the regional and country levels. This would require more funding, as the problem was growing with the migration and refugee crisis and other emergencies.

68. The Director said that the evaluation, the first undertaken by UNICEF on violence against children, provided a baseline for keeping track of how the organization and its partners were doing in addressing it. He agreed that the human rights and equity issues should be strengthened in that area and across much of the evaluation work.

69. The Executive Board adopted decision 2016/7 (see annex).

D. UNICEF Office of Internal Audit and Investigations 2015 annual report to the Executive Board, and management response (item 8)

UNICEF Audit Advisory Committee annual report for 2015

70. The UNICEF Office of Internal Audit and Investigations 2015 annual report to the Executive Board (E/ICEF/2016/AB/L.3) was presented by the Director, Office of Internal Audit and Investigations. The management response (E/ICEF/2016/AB/L.4) was presented by the Deputy Executive Director, Management. The Audit Advisory Committee annual report for 2015 was available on the website of the Executive Board.

71. A group of delegations commended UNICEF for the annual reports and management response, and for the inclusion of an overall assurance opinion on the effectiveness of governance, risk management and control frameworks. The office's strategic approach to risk-based planning was welcomed, as was the inclusion in the annual report of a statement summarizing the adequacy of resources.

72. The group commended the improvements in the percentage of satisfactory audit ratings, and the decrease in the ratio of high-priority actions to total actions, for the third consecutive year. However, the rating of "strongly qualified opinion" on 11 out of 38 audits indicated that significant weaknesses had been identified by those audits. UNICEF was urged to prioritize and improve the most significant risk areas: results-based management, reporting, governance and accountability, and supply and logistics.

73. Although progress had been made in reducing the number of outstanding actions older than 18 months, the follow-up in this area still required close attention, given the number of outstanding recommendations remaining at the end of 2015.

74. The group was concerned about how UNICEF would ensure the necessary competency in financial management, administration and procurement in country

offices, particularly in challenging contexts. UNICEF was commended for its organization-wide learning effort, but urged to continue training and capacity-building. UNICEF was also encouraged to explore means of improving compliance beyond training, including through enhanced collaboration and shared capacities with other United Nations entities at the country and regional levels, and strengthened internal control measures. The group welcomed the revision of the financial/administrative policy on internal controls.

75. The group recalled the identification by the Audit Advisory Committee in 2013 of the management of cash transfers to implementing partners as the single-largest source of financial risk. Recognizing the progress made in implementing the harmonized approach to cash transfers, the group urged UNICEF to continue to improve the quality of its implementation.

76. The group welcomed reforms by UNICEF in response to allegations of abuse and sexual exploitation in the Central African Republic, and would continue to monitor the issue, with the expectation that UNICEF would prioritize the implementation of those reforms.

77. The group congratulated the office for the improved rate of resolving and investigating reports of wrongdoing, and commended it for ensuring it had the right staff in the right places to fulfil its mandate.

78. Fraud and the misuse of programme funds by third parties were the most common themes of investigations, similar to 2013 and 2014. Given the persistence and increase in the percentage of cases of fraud involving the misuse of programme funds by third parties, it was important for UNICEF to strengthen its capacity to manage implementing partners and to build their capacity to observe the organization's standards and procedures.

79. The office was urged to conduct targeted and specialized training in regions with high rates of misconduct. In cases in which misconduct had occurred, publicly available reporting and information regarding disciplinary measures taken would be appreciated.

80. A recent Joint Inspection Unit report had concluded that more needed to be done to combat fraud in the United Nations system. The group urged UNICEF to continue and further intensify its efforts in this area as a priority.

81. The recovery by UNICEF of $23,900 from a reported loss of $790,000 was noted by the group. They welcomed additional information about efforts to recover losses, and encouraged further loss-recovery actions by the organization. UNICEF was also encouraged to pursue more inter-agency audits to ensure greater cooperation among United Nations organizations, in line with decision 2013/14.

82. The Executive Board adopted decision 2016/8 (see annex).

E. UNICEF programme cooperation (item 6)

(a) Approval of country programme documents

83. The President informed the Executive Board that, in accordance with decision 2014/1, country programme documents would be considered and approved at the current session, on a no-objection basis. Drafts of the country programme

documents for Bangladesh and South Sudan had been posted on the Executive Board website from 21 March to 8 April 2016 in order to give members of the Executive Board an opportunity to comment. The comments received had been shared with the respective country and regional offices and Governments, and taken into account, as appropriate, in the final version of the documents now before the Executive Board. A costed evaluation plan for each country programme had been posted on the Executive Board website, as applicable. Further discussion was to be held only if at least five members of the Board had informed the secretariat in writing that they wished to bring a country programme before the Executive Board for further discussion, and the secretariat had received no such requests.

Eastern and Southern Africa

84. The Regional Director presented the country programme for South Sudan (E/ICEF/2016/P/L.9).

85. The representative of South Sudan expressed the strong support of the Transitional Government of National Unity for the UNICEF country programme, and provided assurances of continued commitment towards the successful implementation of the programme, within a context of austerity and declining development funds. The representative called on donors to continue to provide support to the programmes that focused on the health and well-being of women, adolescents and young people, particularly the most vulnerable and those in the humanitarian context.

86. The Regional Director expressed gratitude for the support received from the country team's donors and humanitarian and development partners over the past five years.

South Asia

87. The Regional Director presented the country programme for Bangladesh (E/ICEF/2016/P/L.10).

88. The representative of Bangladesh expressed his appreciation for the country programme document, which would further strengthen the partnership between Bangladesh and UNICEF. He said that it responded to needs on the ground and to the vision of the Government for Bangladesh to become a middle-income country by 2021, as well as to the priorities outlined in the Seventh Five Year Plan 2016-2020 and the UNDAF 2017-2020.

89. The representative requested the scale-up of the programme for the 1 million children living on the streets of the big cities and their slum areas, as well as additional focus on reducing child marriage, which he called a cardinal social problem.

90. He said that the country programme could be a success only if the country office continued to work closely with the relevant national authorities and other stakeholders in a robust consultative process, and that the Government of Bangladesh considered the programming activities of UNICEF a high priority and was fully guided by a spirit of national ownership and partnership with all stakeholders.

91. The Executive Board adopted the two country programme documents, on a no-objection basis, in decision 2016/4 (see annex).

(b) Extensions of ongoing country programmes

92. The President said that, in accordance with Executive Board decision 2009/11, the Executive Board had been informed of the first one-year extensions of the country programmes for Cabo Verde, the Central African Republic, Chile, the Dominican Republic, Gabon, Kyrgyzstan, Mauritania and Ukraine. The Executive Board was requested to approve the second one-year extensions of the country programmes for Burkina Faso and Yemen, and the two-year extensions of the country programmes for the Philippines and Senegal. These proposals were presented in document E/ICEF/2016/P/L.11.

93. The Executive Board adopted decision 2016/6 (see annex).

F. Report of the Ethics Office of UNICEF for 2015 (item 9)

94. The Principal Adviser, Ethics Office, presented the report of the Ethics Office of UNICEF for 2015 (E/ICEF/2016/10), first thanking her predecessor, Suomi Sakai, who had been instrumental in preparing the report.

95. A group of delegations thanked the Ethics Office for its vital contributions to fostering a culture of ethics, integrity and accountability in UNICEF and extended a warm welcome to the new Ethics Adviser. They said that a culture in which employees felt comfortable reporting wrongdoing was critical for the health of any organization and thanked the Executive Director for setting the right tone at the top. They encouraged management to continue to proactively ensure that all staff were aware of policies and procedures that protected their right to speak up without fear of retribution.

96. They felt that the increase in the number of requests for service in 2015 reflected an increasing awareness of, and confidence in, the Office and that the increase in the number of requests relating to protection against retaliation showed that the new Ethics and Integrity e-learning course and other trainings were having a positive impact on staff awareness regarding Ethics Office policies and services.

97. Regarding the results of the Global Staff Survey, the group appreciated the willingness on the part of management to face potentially harsh data and address it in an open and transparent way. They noted that in 2015, only 51 per cent of staff felt that they worked in an environment that supported a speak-up culture; they requested an update from management regarding the progress and steps taken in the past year to reach the target of 80 per cent.

98. They were also concerned that staff reported a lack of confidence in the established mechanisms for addressing sexual harassment and agreed with the Ethics Office's suggestion that the next Global Staff Survey include specific questions on sexual harassment, and that the organization develop an action plan to prevent and address such harassment.

99. While they noted with appreciation the work of UNICEF in addressing the allegations of sexual exploitation and abuse in the Central African Republic, they noted with concern that UNICEF had one case of confirmed whistle-blower

retaliation. While they were pleased that the Adviser had made recommendations to the Executive Director to remedy the situation, they took the view that the report lacked details regarding the outcome for the claimant or whether disciplinary action had been taken against the perpetrator. They welcomed additional information, and requested that future reports include such details.

100. The group said that the fundamental mission of UNICEF to protect children around the world should inform everything the organization did, and firmly supported the recommendation of the Ethics Office that UNICEF develop an internal policy regarding the safeguarding of children.

101. The Principal Adviser, Ethics, thanked the group of delegations for their support and welcome. With respect to the reported case of whistle-blower retaliation, she noted that one established case was not necessarily, in and of itself, an unhealthy development and that the management response in the case had been satisfactory in her view. She took note of the request for more detailed information and indicated that it would be carefully considered, giving due consideration to privacy concerns, as stressed by the Executive Director.

G. Oral update on UNICEF humanitarian action (item 5)

102. The Deputy Executive Director, Programmes, introduced the oral update on humanitarian action, which was then presented by the Director, Emergency Programmes.

103. Delegations emphasized the importance of keeping up the momentum generated by the World Humanitarian Summit and the Grand Bargain to broaden the resource base for humanitarian action and to improve the efficiency and effectiveness of the humanitarian system.

104. Delegations noted the dual mandate for development and humanitarian work of UNICEF, and requested it to lead efforts to enhance the synergy between them through joint needs assessments, analysis and planning. A delegation suggested that UNICEF play a lead role in showcasing the contribution of humanitarian preparedness and response for achieving the Sustainable Development Goals.

105. A delegation said that humanitarian action both delivered aid and reduced needs, and that it should not be isolated from peace, development, human-rights and climate-change agendas.

106. Delegations urged coherence with existing processes, and requested that the UNICEF work plan show clear targets and indicators as well as plans for making better use of data and feedback loops to guarantee that the voices of the beneficiaries were heard.

107. Delegations referred to the commitments of the Grand Bargain, aimed at enhancing effectiveness and efficiency, and emphasized the importance of flexible, predictable, multi-year funding as well as a rigorous monitoring mechanism. A delegation encouraged UNICEF to reach out to Member States, United Nations entities and others to secure more endorsements of the commitments.

108. Delegations noted that respect for humanitarian law and the principles of neutrality, independence, impartiality and universality was crucial.

109. A delegation welcomed UNICEF innovations, including U-Report, and encouraged the further promotion of community-based feedback mechanisms geared towards adolescent girls, women, youth and persons with disabilities in order to promote accountability to affected people.

110. A delegation stressed the need to ensure coherence between humanitarian action and development work regarding girls' and women's empowerment and gender-based violence, and thanked UNICEF for endorsing the Charter on Inclusion of Persons with Disabilities in Humanitarian Action.

111. A delegation commended the efforts of UNICEF to ensure education for all children in emergencies, its promotion of education and protection issues at the Summit and its engagement in the establishment of the Education Cannot Wait fund.

112. Delegations said that it was important to address humanitarian crises generated by natural disasters and climate change and that building resilience was crucial.

113. A delegation noted that the first core commitment signed at the Summit, to prevent and end conflicts, was also the first core responsibility signed by the Secretary-General in the Agenda for Humanity, and that the root causes of humanitarian crises were also political.

H. Annual report on the implementation of the Gender Action Plan, 2014-2017 (item 4)

114. The report (E/ICEF/2016/9) was presented by the Principal Adviser, Gender, Rights and Development, following introductory remarks by the Deputy Executive Director, Programmes.

115. Delegations expressed support for the Plan, with many commending UNICEF on its leadership on gender equality and the empowerment of women, which would be critical to achieving the Sustainable Development Goals.

116. One delegation highlighted the continued need for data disaggregated by gender and disability to facilitate an understanding of the gendered impact of violence, poverty and conflict on children.

117. Several delegations welcomed the prioritization of adolescents, and delegations requested information about plans to involve adolescent boys in support of gender equality. One delegation encouraged UNICEF to continue to demonstrate leadership in boosting the potential of adolescent girls.

118. Delegations acknowledged the gains made in reducing child marriage, with one stating that it was crucial for lessons learned to be shared with countries in Africa, Asia and the Middle East.

119. Delegations expressed concern about the lack of progress in HIV and AIDS prevention, with more than 60 per cent of new infections among adolescent girls.

120. A delegation stressed the importance of cash-based assistance and noted that such assistance to women led to better nutrition and health outcomes for their children and more effective solutions to domestic violence.

121. Delegations stressed the importance of enhancing gender expertise within UNICEF and welcomed ongoing initiatives, noting the useful collaboration with academic institutions.

122. A delegation asked how UNICEF would ensure the strengthening of gender equality in UNICEF programmes in terms of specific budget lines for gender equality in programmes and capacity-building, and for targeted gender priorities and mainstreaming. The delegation asked about the impact on future work of the stronger results shown in the targeted priorities than in gender mainstreaming; how UNICEF would address women and girls as agents of change; and how the challenge of sexual and reproductive health was being addressed.

123. A group of delegations made suggestions for future reporting: an updates results matrix; consistency between the Gender Action Plan results matrix and the Strategic Plan data companion; explanations for the deviation of milestones from baselines or targets; results-based reporting structured around outcomes; and additional analysis of progress on goals and indicators.

I. Reports of Executive Board field visits (item 12)

Report on the field visit of Members of the Bureau of the Executive Board to Argentina, from 11 to 15 April 2016

124. The report of the field visit to Argentina (UNICEF/2016/EB/7) was introduced by H.E. Mr. Sven Jürgenson, Permanent Representative of Estonia to the United Nations and President of the Executive Board. Argentina had made progress in the fulfilment of children's rights, but there were still strong disparities and equity gaps, in particular between the north and the south of the country.

125. The delegation learned of challenges affecting the well-being of children, including: obesity; adolescent suicide; early pregnancy, infant and maternal mortality; geographic differences in access to education; education quality; school dropout; and access to secondary education.

126. The delegation saw examples of innovative programmes, including an information and communications technology-based school in a remote area that provided a first opportunity to receive a secondary education; and a city secondary school with day-care facilities that allowed adolescents to continue their education.

127. The delegation was impressed by the relevance of UNICEF work on child rights in Argentina, and noted the synergy between its programmatic work and its successful fundraising efforts. Argentina was a solid example of how UNICEF could effectively work in upper-middle-income and high-income countries.

128. A video presentation followed.

129. The representative of Brazil commended UNICEF and the Government of Argentina for their work, remarking that the video had demonstrated the common challenges faced by both countries. Citing progress made in increasing incomes and fighting poverty, the representative also noted the remaining challenges. Income should be only one variable to be considered by the United Nations development system in its provision of support. Going forward, it was important to discuss the means of continued support for middle- and high-income countries.

Report of the field visit to Côte d'Ivoire, which took place from 4 to 8 April 2016

130. Mrs. Sewa Lamsal Adhikari, Minister Plenipotentiary and Deputy Permanent Representative of Nepal to the United Nations, presented the report of the field visit to Côte d'Ivoire (UNICEF/2016/EB/6).

131. The delegation observed that Côte d'Ivoire needed to substantially increase its middle-class population if it was to become an emerging economy, in accordance with the aspirations of the Government.

132. The delegation commended UNICEF for both its downstream and upstream programme implementation and recommended that UNICEF continue its focus on advocacy and public awareness-raising activities, in conjunction with the Government and other partners, in its efforts to put children on the agenda of all stakeholders.

133. The delegation said that the major challenges for Côte d'Ivoire were attaining peace consolidation and achieving social cohesion through reconciliation. The United Nations country team, including UNICEF, must be ready to assume its leadership position as the face of the United Nations system after the departure of the United Nations Operation in Côte d'Ivoire.

134. The presentation was followed by a video.

135. The representative of Côte d'Ivoire thanked the Executive Board for the visit and said that he was fully aware of the magnitude of the challenges facing the least developed countries regarding the protection of children.

136. The representative from the Democratic Republic of the Congo said that the situation in his country was similar to that reflected in the video, including the need for awareness about vitamin A supplements, but also to change practices that made it taboo for children and women to eat certain foods. He said that that it was important to have greater cooperation with the World Food Programme and other agencies in order to change such preconceived ideas.

J. Address by the Chairperson of the UNICEF Global Staff Association (item 11)

137. The Chairperson of the Global Staff Association stated that she represented more than 12,000 staff members.

138. Rather than undertake another Global Staff Survey in 2016, the Association agreed with management that more effort be put into addressing the issues already identified.

139. She noted that the Global Shared Services Centre in Budapest was up and running, with close to 80 per cent of staff recruited, and enumerated the efforts to protect the employment of existing staff.

140. She noted the vulnerability of staff in high-risk environments, citing the anniversary of the deaths of four UNICEF staff members in Somalia, and referred to the assurances by the Secretary-General and the Executive Director of UNICEF of security efforts, including $5.36 million of security investments for 2016.

141. The Chairperson applauded the use of flexible work arrangements under Special Emergency Compressed Time Off for staff in emergency duty stations, but said that more could be done, especially for national staff, who were not covered under the compensation package, and recommended the introduction of rest and recuperation and the harmonization of danger pay. The new policy for staff rotation and mobility would offer relief to colleagues serving for long periods in hardship duty locations by facilitating reunification with families in family duty stations.

142. Adequate health care in hardship duty stations continued to be a challenge. No time frame had yet been given for the planned review of health systems by the United Nations Joint Medical Service.

143. The transition of countries to middle- and high-income status had led to changes in programme priorities and the Association had requested training opportunities for staff to enable them to compete for the new posts.

144. The International Civil Service Commission (ICSC) had conducted a review of the compensation package for International Professional staff, resulting in huge cuts in entitlements, especially for those in emergency duty stations; the Association had raised concerns about the impact on attracting and retaining staff.

145. The ICSC was now reviewing the compensation package for national staff, and given that the only entitlement was salary, the Association hoped that it would grant some entitlements, such as education grant, relocation grant and leave allowance. She urged the Executive Board to stand by national staff.

146. She noted that 75 per cent of staff aged 52 to 62 years preferred the option of an earlier implementation date for the mandatory retirement age of 65 for staff recruited before 1 January 2014.

147. She said that delays of nine months and more for former staff in accessing their pensions was a financial burden. The Chief Executive Officer of the Pension Fund had committed to clear the backlog by the end of May 2016, but only 40 per cent of the target had been met, and new retirees were constantly adding to the backlog. The situation was unacceptable and the Association, together with the other Staff Unions and Associations, demanded a change of management at the Pension Fund.

K. Other matters (item 13)

Provisional list of agenda items for the second regular session of 2016

148. The provisional list of agenda items for the second regular session of 2016 was presented by the Secretary of the Executive Board.

L. Adoption of draft decisions (item 14)

149. The Executive Board adopted decisions 2016/4 through 2015/9 (see annex).

M. UNICEF Staff Awards and closing statements by the Executive Director of UNICEF and the President of the Executive Board (item 15)

150. The Executive Director announced the winners of the 2015 UNICEF Staff Team Awards, which recognized efforts of UNICEF staff around the world:

(a) The Syrian Arab Republic country office was recognized for outstanding efforts for children in the midst of an extraordinary and cruel humanitarian crisis. Staff had confronted recurrent sieges, shortages of basic commodities, constant security checks and sniper and mortar fire. Many had been displaced multiple times. Nevertheless, their commitment to the UNICEF mission and the future of the country had remained strong. Thanks to their work and that of UNICEF partners, 3 million children under five had been immunized against polio; 1 million had received learning materials; and almost 8 million people had gained access to improved water;

(b) The private sector fundraising and communications teams from the Thailand country office were recognized for raising awareness and funds in response to the devastating 2015 earthquake in Nepal. The country team had launched an innovative public appeal for support and financial contributions, working with news programmes, corporate partners, celebrities and social media. The $2.2 million raised, the largest amount ever for a country office fundraising appeal for a single overseas emergency, had supported the response in Nepal and resulted in more than 1.3 million people having access to safe water and 1,800 temporary education shelters for 180,000 children. The team's success was a model for UNICEF and for middle- and high-income countries as they sought innovative ways to raise resources for emergencies and other programmes;

(c) The staff of the Yemen country office had "stayed and delivered" for children, despite extreme hardship during the country's crisis, with aerial attacks leaving many cities destroyed. For three months, a UNICEF national staff member, the sole remaining United Nations employee in the city of Ta'izz, had lived in and worked from the UNICEF office to support those facing hunger and death. Around-the-clock efforts by staff members who returned to the office had helped to restore the city's water supply and to provide life-saving medicines to women and children. Thanks to the commitment, perseverance and bravery of the team, UNICEF helped to reach 4 million children with micronutrient interventions, immunize more than 4.6 million children against polio and provide access to safe drinking water to more than 3.7 million people.

151. The Executive Director shared his view of the overarching theme of the session: how to make UNICEF better through collaborative efforts. The world was looking to the United Nations to not only have better systems, but to deliver results for people in a world of dramatically increasing needs. Partnerships, innovations and improvements in human resources at UNICEF had been discussed, as well as the extreme importance of flexible and longer-term funding, especially core (regular) resources. He commended the spirit of engagement, inclusiveness and cooperation that had informed the discussions.

152. The President commented on the success of the session, with six decisions adopted by the Executive Board. He said that the midterm review of the Strategic Plan demonstrated that UNICEF was a proactive, can-do organization, and one that was reflective and firmly guided by data and evidence, best practices and lessons

learned. The President expressed confidence that UNICEF would, with support from the Executive Board, continue to fine-tune its programmes and approaches over the next two years to reflect the evolving global context, consolidate gains and address remaining gaps.

153. The President thanked Ms. Rao Gupta, the outgoing Deputy Executive Director, Programmes, for her excellent work and warm collaboration with the Executive Board and its Bureau, and welcomed Mr. Forsyth.

Annex

Decisions adopted by the Executive Board at its annual session of 2016

2016/4
Country programme documents

The Executive Board

1. *Takes note* that the country programme documents, including aggregate indicative budgets, for Bangladesh and South Sudan (E/ICEF/2016/P/L.10 and E/ICEF/2016/P/L.9), were made available to Member States for their comments and input from 21 March to 8 April 2016, in accordance with Executive Board decision 2014/1 on modifications to procedures for consideration and approval of country programme documentation;

2. *Approves* on a no-objection basis, and in accordance with decision 2014/1, the country programme documents, including aggregate indicative budgets, for Bangladesh and South Sudan (E/ICEF/2016/P/L.10 and E/ICEF/2016/P/L.9).

Annual session
15 June 2016

2016/5
Report on the midterm review of the Strategic Plan, 2014-2017 and annual report of the Executive Director, 2015: performance and results, including a report on the implementation of the quadrennial comprehensive policy review

The Executive Board

1. *Takes note* of the report on the midterm review of the Strategic Plan, 2014-2017 and annual report of the Executive Director, 2015: performance and results, including a report on the implementation of the quadrennial comprehensive policy review (E/ICEF/2016/6 and Add.1 and 2);

2. *Approves* the revised results framework of the UNICEF Strategic Plan, 2014-2017 (E/ICEF/2016/6/Add.2);

3. *Acknowledges* the significant work and results of UNICEF humanitarian action in 2015 in the context of the Strategic Plan, 2014-2017, and takes note of the World Humanitarian Summit and the evolving context of humanitarian response;

4. *Requests* UNICEF to continue the implementation of the Strategic Plan, 2014-2017, taking into account lessons learned and the recommendations made in the report on the midterm review in response to the Sustainable Development Goals;

5. *Decides* to transmit the annual report to the Economic and Social Council, along with the summary of the comments and guidance provided by delegations at the present session;

6. *Requests* UNICEF to start early preparations for the next strategic plan, in full consultation with the Executive Board, taking fully into account the 2030 Agenda for Sustainable Development, other intergovernmentally agreed outcomes, the outcome of the 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system and the findings and lessons learned from the midterm review, and further requests UNICEF to present a road map at the 2016 second regular session of the Executive Board for the consultations planned for the preparation of the next strategic plan;

7. *Requests* UNICEF to provide at the next annual session further analysis on the relationship between the planned financial resources, actual expenditures and results achieved.

Annual session
16 June 2016

2016/6
Extensions of ongoing country programmes

The Executive Board

1. *Takes note* of the one-year extensions of the country programmes for Cabo Verde, the Central African Republic, Chile, the Dominican Republic, Gabon, Kyrgyzstan, Mauritania and Ukraine, which were approved by the Executive Director, as presented in table 1 in document E/ICEF/2016/P/L.11.

2. *Approves* the second one-year extensions of the country programmes for Burkina Faso and Yemen, and the two-year extensions of the country programmes for the Philippines and Senegal, as presented in table 2 in document E/ICEF/2016/P/L.11.

Annual session
16 June 2016

2016/7
Evaluation reports, and management perspective and response

The Executive Board

1. *Takes notes* of the annual report for 2015 on the evaluation function in UNICEF (E/ICEF/2016/11);

2. *Requests* UNICEF to include a geographic and thematic overview of the coverage of evaluations in its next annual report;

3. *Urges* UNICEF to accelerate progress towards achieving the target of allocating a minimum of 1 per cent of its overall programme expenditures to evaluation, in accordance with the Revised Evaluation Policy of UNICEF (E/ICEF/2013/14), while taking note of the progress made towards the target, and requests UNICEF to present at the 2016 second regular session a plan for reaching this target;

4. *Notes with concern* the lower-than-planned percentage of UNICEF evaluations with a formal management response, urges UNICEF to prioritize the timely delivery of management responses and improve the rate of implementation of agreed evaluation recommendations, and requests UNICEF to report back at the next annual session;

5. *Requests* UNICEF, in collaboration with the other entities of the United Nations development system to support, upon request, the development of national capacities for evaluation, in accordance with General Assembly resolution 69/237.

Annual session
16 June 2016

2016/8
Internal Audit and Investigations

The Executive Board

1. *Takes note* of the Office of Internal Audit and Investigations 2015 annual report to the Executive Board (E/ICEF/2016/AB/L.3);

2. *Welcomes* the inclusion of a limited audit opinion on the adequacy and effectiveness of the UNICEF framework of governance, risk management and controls in the Office of Internal Audit and Investigations annual report, and notes with appreciation the general satisfactory ratings with regard to the functioning of governance, risk management and controls;

3. *Notes with appreciation* the increased organizational transparency generated by the disclosure of UNICEF internal audits, in accordance with decision 2012/13 of the Executive Board;

4. *Welcomes* the data provided in the report on disciplinary and/or administrative action taken against perpetrators of misconduct, and encourages management to ensure accountability for any wrongdoing;

5. *Notes* several areas of recurring weakness, including results-based management and reporting, governance and accountability and supply and logistics, appreciates the information provided by management regarding efforts to address these weaknesses and urges management to continue and to intensify efforts to address these issues and provide information in future reports on the impact of measures that they have taken;

6. *Notes with concern* the low levels of defrauded funds reported as recovered and urges management to address this issue as a matter of priority, including identifying obstacles hindering the timely recovery of defrauded funds;

7. *Also notes with concern* that fraud and the misuse of programme funds by third parties remain recurring issues and increased in 2015, and urges UNICEF to address this issue as a matter of priority, including increasing the internal capacity to manage implementing partners.

Annual session
16 June 2016

2016/9
Report on the midterm review of the UNICEF integrated budget, 2014-2017

The Executive Board

1. *Welcomes* the midterm review of UNICEF integrated budget, 2014-2017, in response to the request of the Executive Board in its decision 2013/20;

2. *Takes note* of the report of the Advisory Committee on Administrative and Budgetary Questions on the midterm review of the UNICEF integrated budget, 2014-2017;

3. *Approves* the revised integrated resource plan as the financial framework for the Strategic Plan, 2014-2017 on the basis of projections of resources available, utilization and working capital required for liquidity;

4. *Recognizes* that UNICEF has incorporated the results-based budgeting approach in its integrated budget, and requests UNICEF to improve the analysis of variances between expenditures and planning estimates;

5. *Notes and approves* the proposal made by UNICEF to maintain the following budgets as initially approved in decision 2013/20:

(a) For the Global and Regional Programme, a budget from regular resources of $180 million, subject to the availability of resources, and a ceiling from other resources of $528.4 million, subject to the receipt of contributions to other resources, for the period 2014-2017;

(b) An appropriation for the institutional budget for the period 2014-2017 of $1,978.1 million to cover the costs of development effectiveness, United Nations development coordination, management activities and, within special purpose activities, capital investments, noting the revised projected funding for the appropriation of $1,039.3 million from regular resources and $938.8 million from cost recovery from other resources;

(c) In addition to the appropriation of $1,978.1 million, the projected funding for the institutional budget of $116.4 million from other resources for development effectiveness and United Nations development coordination, subject to the receipt of contributions to other resources;

6. *Notes*, within special purpose activities, the projected utilization of resources for:

(a) The amounts required in accordance with the Financial Regulations of UNICEF to defray the costs of UNICEF administration of special accounts on behalf of others, including procurement services and the Office of the Special Representative of the Secretary-General on Violence against Children;

(b) Private sector fundraising, for which budgets will be submitted annually for consideration and approval by the Executive Board at its first regular session;

7. *Requests* the Executive Director to:

(a) Provide actual financial information in the format of the integrated resource plan and to assess performance against the integrated budget in his annual report to the Executive Board;

(b) Submit to the Executive Board for approval annually at its second regular session an updated integrated resource plan, following review of the financial projections on which the plan is based;

(c) Include in its annual reporting to the Executive Board a list of waivers on cost-recovery rates applied to donor contributions;

8. *Acknowledges* the progress made by UNICEF in cost alignment through the implementation of the cost-recovery policy, notes that UNICEF should make further progress and urges UNICEF contributors to adhere to the aspects of the cost-recovery policy approved by the Executive Board in its decision 2013/5;

9. *Recalls* its decision 2013/5 and looks forward to the findings of the external and independent assessment of the consistency and alignment of the cost-recovery methodology with General Assembly resolution 67/226;

10. *Notes* the justification provided for the establishment of an additional 10 director-level positions;

11. *Approves* that authority is given to the Executive Director for a proposed reserve of 10 additional director-level positions to be funded from within the approved institutional budget for 2014-2017 for the period 2016-2017, and requests the Executive Director to report to the Executive Board on the use of this authority and reserve in the context of subsequent integrated budget submissions and reviews;

12. *Encourages* UNICEF to work with other United Nations system entities to ensure an integrated approach to the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda;

13. *Requests* UNICEF, in consultation with UNDP, UNFPA and UN-Women, as appropriate, to incorporate relevant lessons learned from the integrated budget, 2014-2017, in preparation for the integrated budget, 2018-2021.

Annual session
16 June 2016